

# FOLIO

THE UNIVERSITY OF ALBERTA STAFF BULLETIN

EDMONTON, ALBERTA

29 JUNE 1978

## BOARD OF GOVERNORS

*A special meeting of the Board of Governors was held on Friday, 23 June, mainly to consider the Final Report of the University Priorities Committee.*

### University Priorities Committee Report

The Board voted to receive the Final Report of the University Priorities Committee (the text of which appears in this issue of *Folio*).

In presenting the report to the Board, Willard Allen Associate Vice-President (Academic) and Chairman of the Committee, pointed out that throughout the eight-year period considered by the Committee, the University had not planned beyond one year at a time and had made no projections that might have predicted a decline in student enrolments or societal demands. In part he saw this as a product of the uncertainties the University has experienced regarding the size of the government grant each year.

He also stressed that neither the University nor this society were conditioned to a "steady-state" or "no-growth" situation. Planning within the University had been based on a premise of growth, and the Committee felt that analyses were needed on a broader base.

Dr. Allen summarized the Committee's recommendations as producing modifications and improvements by "small but important steps . . . small, steady change carried out systematically and with forethought over the next approximately five years."

In terms of what the goals and objectives of the University should be, he said that the Committee felt that to be operational the goals of the University must be considered to be the collective goals of the faculties that comprise it. The Committee proposed "no explicit ordering of priorities because an assessment of each unit needs to be done before any priorities can be set."

The Board approved a motion to circulate the report to various University bodies, including General Faculties Council, the University Planning Committee, the Academic Development Committee, the Council of Chairmen, and similarly appropriate internal and external bodies, and to staff and student organizations, for their comments. The specific recommendations will not be considered for adoption until the autumn, possibly November.



*The moon is in its last quarter and students busily prepare themselves for the coming Summer Session which will commence on 4 July.*

In the general discussion of the Report, R.G. Reynolds, Chairman of the Board Building Committee, queried why the University Priorities Committee had not given more consideration to the capital budget. Dr. Allen replied that the Committee had seen the capital budget as outside its purview and had only considered the impact of capital expenditures on the operating budget. He noted that the Committee's recommendations might have an impact on the University's capital planning.

R.N. Dalby, the Chancellor, stated that he felt that job security was fundamental to any action the Board might take to implement change within the University. Dr. Allen replied that the Committee felt the changes it had recommended could be carried out with no threat to job security and that any major changes would necessarily have to be

negotiated concerning the conditions of employment.

Cheryl Hume, President of the Students' Union, felt that the report was "detracting from the main issue that we are not given enough funds to operate this University satisfactorily." The problems highlighted by the report, such as quotas and cuts to services, she said, were "results of inadequate funding." She expressed concern that proposals to use more part-time or sessional staff could become "exploitative" and might contribute to a declining quality of education.

Jean Forest, Chancellor-elect and a member of the University Priorities Committee, responded to Miss Hume that "the Committee was not assuming that we should not try to get more funding." She went on to say that it was "important to the integrity of this University to

demonstrate efficient use of the funds we are given."

Wilson Sterling asked why there was no reference to research in the Report. Dr. Allen replied that the Committee believed research should be included as part of the reviews and statements of purpose of the individual units in the University.

Randy Read, a student representative on the Board, noted that with the "continual expansion of knowledge, a university can't stay in the same place by standing still." Dr. Allen commented that the University could avoid standing still only by reallocating resources.

*Other items considered by the Board during its meeting on 23 June were as follows.*

#### University Health Services

The Board gave approval to the recommendation from its Building Committee that the University Health Services be relocated in a temporary building to the south of the Law Centre. (See *Folio*, 22 June 1978).

#### Academic Pension Plan

Mrs. Forest, the Chancellor designate, presented a report concerning the passage of Bill 36. The new act, *The Universities Academic Pension Act*, was proclaimed on 16 May and will take effect from 1 July 1978. The Act provides for the assumption by the provincial government of the administration of the greater part of the academic pensions for all four Alberta universities and the school at Banff. Of the present University of Alberta Academic Pension Plan, Sections 2 and 5 will remain within the jurisdiction of the Trustees of the Plan; for these sections are concerned with topics not covered in the provisions of the new Act.

The Universities Academic Pension Act will be administered by the government with advice from the Universities Academic Pension Board to be established shortly. At its meeting on 23 June, the Board of Governors approved the nomination of M.A. Rousell, Comptroller, as the University's representative on the UAP Board. At the same meeting, Mrs. Forest tendered her resignation from her position as Chairman of the Trustees for the University's Academic Pension Plan. Mrs. Forest's contribution to the smooth operation of the Plan and her part in the establishment of the new procedures was acknowledged with gratitude by other members of the Board of Governors.



#### NEW CHANCELLOR TAKES OFFICE

Jean Forest, elected as Chancellor by the University Senate last November, will assume the duties of that office on 1 July 1978. Any correspondence to the Chancellor should be sent to her, in care of the University of Alberta Senate, 150 Athabasca Hall.

The term of office for the present Chancellor, Ronald N. Dalby, ends this Friday, 30 June.

#### 1978-79 SALARY AND BENEFIT PROGRAMS FOR ACADEMIC STAFF

*The following information has been received from B.M. McDonald, Assistant to the President.*

The Board of Governors and the general membership of the AASUA have now ratified

the salary/benefit settlement for 1978-79 as agreed upon by the negotiators for both sides. The settlement affects those staff members covered by one of the four Board-AASUA Agreements—Faculty, Administrative and Professional Officers, Professional Librarians, and Faculty Service Officers—and takes effect 1 July 1978. The main features of the agreement are:

1. Salaries in payment and salary scales are increased by 5.13 percent.
2. Increment values are increased by 5.13 percent—except those for full professors, which have been increased to a somewhat greater extent so that they will now conform to the principles established several years ago.
3. The University will assume the total premium payment for a new Total Disability Insurance program. It is estimated that this cost will be about \$120 per staff member per annum.
4. The maximum Professional Expense Allowance is increased from \$301.34 in 1977-78 to \$316.80 in 1978-79.
5. The University will assume its share of the premium costs for Alberta Health Care, Supplementary Health Care, and Dental Care programs.
6. The Study Leave Replacement Fund is increased from \$360,000 in 1977-78 to \$387,000 in 1978-79.
7. The Housing Loan Guarantee program has been liberalized by the removal of the rule whereby guarantees were restricted to staff members with five years' service, or less.

With the above changes, the 1978-79 Salary and Benefit program for regular full-time academic staff is as follows:

#### A. Salary Scales

	Minimum Annual Salary \$	Maximum Annual Salary \$	Annual Merit Increments
<b>1. Faculty</b>			
Lecturer	14,498	18,529	6 at \$672
Assistant Professor	18,530	24,059	7 at \$790
Associate Professor	24,060	34,728	10.5 at \$1,016
Professor	(a) 31,680*		4 at \$1,196
	(b) 36,464*		4 at \$1,016
	(c) 40,528*	—	n at \$790
* Increments in the first two professor ranges gradually decline until they reach the next values.			
<b>2. Librarians</b>			
Librarian I	14,333	18,529	6.24 at \$672
Librarian II	18,530	24,060	7 at \$790
Librarian III	20,900	26,430	7 at \$790
Librarian IV	24,060	31,172	7 at \$1,016
Librarian V	27,820	34,932	7 at \$1,196
Librarian VI	31,680	39,512	4 at \$1,196
			3 at \$1,016

<b>3. Faculty Service Officers</b>			
FSO I	14,498	18,529	6 at \$672
FSO II	18,530	24,059	7 at \$790
FSO III	24,060	31,679	7.5 at \$1,016
FSO IV	31,680	40,528	4 at \$1,196
			4 at \$1,016

## FOLIO

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Jeanette Rothrock, Editor

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## SARAH REBECCA REED 1914-1978



Sarah R. Reed, founding Director of the School of Library Science at the University of Alberta, died suddenly on 17 June in a tragic mishap on Lake Pomona near Emporia, Kansas, where she was member of the faculty at Kansas State Teachers' College. The boat on which she and several others lost their lives capsized when struck by a tornado.

Miss Reed received a degree in Arts from Cornell College, Mt. Vernon, Iowa in 1936,

followed by a Bachelor's degree in Library Science from the University of Illinois in 1941 and a Master's degree there in 1945. After teaching Library Science at the University of North Carolina and Florida State she was appointed Secretary of the Committee on Accreditation and Executive Secretary of the Library Education Division of the American Library Association and later special adviser on Library Education in the Department of Health, Education, and Welfare of the US government in Washington, D.C.

In 1966 the University of Alberta decided to establish the first School for professional librarians on the prairies and the fourth in English Speaking Canada. Miss Reed was offered the position of Director and took up her duties on 1 May 1967, devoting the next year and four months to organizing facilities, procuring staff, and interviewing prospective students prior to the opening of the School on 1 September 1968.

After two years of operation the school was inspected by an accreditation team and given a high rating. Having completed her work in establishing the School on a firm basis, Miss Reed returned to the United States

in August, 1971, to accept a position at the University of Indiana prior to moving west to Kansas State Teachers' College.

*This obituary was prepared for Folio by Walter H. Johns, Professor Emeritus of Classics, who was President of the University when the Faculty of Library Science was being established here.*

## PATRICIA COOKSON 1927-1978

*The following obituary note was received from the Department of Industrial and Vocational Education:*

The staff of the Department of Industrial and Vocational Education, University of Alberta, wish to express their sincere and deep-felt regret at the loss of Mrs. Patricia Cookson, who passed away 27 May 1978. Although Pat was with the Department for a short time, she earned our respect and friendship and will be missed by all as she was the kind of person who had compassion, understanding and patience with staff and students alike.

### 4. Administrative and Professional Officers

Salary Scales are increased by 5.13 percent over 1977-79—except at higher values, where the principle that the special maximum salary be equal to 150 percent of the minimum salary is reinstated (and this results in a somewhat greater increase than 5.13 percent).

### B. Benefit Programs

The following is a checklist of benefit programs available to eligible staff members in 1978-79. Details about the programs may be obtained from the Office of the Vice-President (Academic), telephone 432-4955 or 432-5896, or from the AASUA, telephone 432-5321.

- Canada Pension Plan
- University Pension Plan
- Total Disability Insurance
- Annual Vacation
- Alberta Health Care Insurance
- Supplementary Health Care Insurance (including Vision Care)
- Professional Expense Allowance
- Group Life Insurance
- Tuition Fee Remission
- Housing Loan Guarantees
- Dental Care Insurance
- Study Leave and Childbirth Replacement Funds

Individual salary letters are in the process of preparation and will be distributed in the near future.

## LIBRARY HOURS

*The Summer Session hours for the University's Library system are listed below (effective 4 July 1978). This schedule should be retained for future reference.*

	Monday-Thursday	Friday	Saturday	Sunday
<b>Cameron Library</b>				
Building open	7:45 am - 10:00 pm	7:45 am - 5:30 pm	9:00 am - 5:00 pm	closed
Circulation Services	8:00 am - 9:45 pm	8:00 am - 5:15 pm	9:00 am - 4:45 pm	closed
Fine Collection	8:00 am - 4:00 pm	8:00 am - 4:00 pm	closed	closed
General Sciences	8:30 am - 5:00 pm	8:30 am - 5:00 pm	no service	closed
Government Publications	8:30 am - 4:30 pm	8:30 am - 4:30 pm	closed	closed
Interlibrary Loans	8:30 am - 4:30 pm	8:30 am - 4:30 pm	closed	closed
Medical Sciences	8:30 am - 5:00 pm	8:30 am - 5:00 pm	no service	closed
Micromaterials	8:30 am - 4:30 pm	8:30 am - 4:30 pm	closed	closed
Photoduplication	8:00 am - 12 noon	8:30 am - 12 noon	closed	closed
	1:00 pm - 4:00 pm	1:00 pm - 4:00 pm	closed	closed
Reserve Reading Room	9:00 am - 5:00 pm	9:00 am - 5:00 pm	closed	closed
Special Collections	8:30 am - 4:30 pm	8:30 am - 4:30 pm	closed	closed
Undergraduate	8:30 am - 5:00 pm	8:30 am - 5:00 pm	no service	closed
<b>Education Library</b>				
Building open	8:30 am - 9:00 pm	8:30 am - 6:00 pm	1:00 pm - 5:00 pm	1:00 pm - 5:00 pm
Circulation Services	8:30 am - 8:45 pm	8:30 am - 5:45 pm	1:00 pm - 4:45 pm	1:00 pm - 4:45 pm
Reference Services	8:30 am - 9:00 pm	8:30 pm - 5:00 pm	1:00 pm - 5:00 pm	1:00 pm - 5:00 pm
Reserve Room	8:30 am - 5:30 pm	8:30 am - 5:00 pm	1:00 pm - 5:00 pm	closed
Curriculum Library	8:30 am - 9:00 pm	8:30 am - 5:00 pm	1:00 pm - 5:00 pm	1:00 pm - 5:00 pm
<b>Law Library</b>	8:30 am - 5:00 pm	8:30 am - 5:00 pm	closed	closed
<b>Mathematics Library</b>	8:30 am - 12 noon	8:30 am - 12 noon	closed	closed
	1:00 pm - 4:30 pm	1:00 pm - 4:30 pm	closed	closed
<b>Physical Sciences Library</b>	8:30 am - 12 noon	8:30 am - 12 noon	closed	closed
	1:00 pm - 4:30 pm	1:00 pm - 4:30 pm	closed	closed
<b>Rutherford Library</b>				
Building open	7:45 am - 10:00 pm	7:45 pm - 5:30 pm	9:00 am - 5:00 pm	closed
Circulation Services	8:00 am - 9:45 pm	8:00 am - 5:15 pm	9:00 am - 4:45 pm	closed
Periodicals Reading Room	8:30 am - 5:00 pm	8:30 am - 5:00 pm	closed	closed
Reference Services	8:30 am - 5:00 pm	8:30 am - 5:00 pm	no service	closed
Rutherford S. Study Hall	closed	closed	closed	closed
<b>John W. Scott Library</b>	9:00 am - 10:00 pm	9:00 am - 10:00 pm	9:00 am - 5:00 pm	closed

*Variations from the above hours of service are posted at the entrance of each service point*

# The University of Alberta

*invites nominations  
and applications  
for the position of*

## President

It is expected that the appointee will take office in July 1979.

Nominations and applications with biographical data should be submitted to:

Mr. John Nicol  
Secretary to the Governors  
Room 3-20, University Hall  
The University of Alberta  
Edmonton, Alberta  
T6G 2J9

## NOTICES

*Notices must reach the Editor by 9 a.m. the Thursday prior to publication. Written notification is necessary*

### 1978 Alberta Achievement Awards

Nominations are now being accepted for the 1978 Alberta Achievement Awards. Individuals who have made an outstanding contribution in sports, the arts, community service, science, or other fields are eligible for an award. Nomination forms are available from Alberta Culture, Alberta Achievement Awards Program, Floor 14, CN Tower, Edmonton, T5J 0K5. The last date for nominations is 2 September.

### Fall Kindergarten Program

The Department of Elementary Education Kindergarten will be accepting applications for their fall program. For further information, telephone Carol Deutscher at 432-4604 between noon and 4:30 p.m. or 437-2882 in the evenings.

### West Locker Area Closed in Physical Education Centre

There will be absolutely no access to the west locker room area from 15 July through 15 August.

The Commonwealth Games Foundation has reserved the entire west Physical Education Centre for this period. Persons who have articles in the west locker rooms that they wish to use during this period must remove them from the locker area before 14 July. Belongings may be left in lockers throughout this time, but there will be no access to them.

### Interviewers Required

Interviewers are needed for various University research projects operated through the Department of Sociology and starting in September. Persons with a car and some experience are preferred.

For further information, contact Cliff Kinzel, Population Research Laboratory, 1-62 Henry Marshall Tory Building, telephone 432-4659.

### Safe Campus Help List

A wallet-sized card of emergency telephone numbers has been printed, on the recommendation of the GFC Safe Campus Committee. Although the list was compiled with the intention of aiding victims of sexual assault, it will be of good general use to anyone on campus. The cards are available at the Information Desk in the Students' Union Building.

### Textile Analysis Service

The Textile Analysis Service is a testing laboratory located in the Faculty of Home Economics. Its staff are experienced and knowledgeable in areas of textile and dry cleaning technology. They can analyse

performance problems of garments, household textiles such as drapes, carpets, and upholstery, furs, and leathers; offer information on the selection, use, and care of textiles; and provide textile testing (fibre identification).

The Textile Analysis Service is available to consumers, drycleaners, retailers, manufacturers, and other agencies.

For more information about the Service, write to 315B Printing Services Building at the University of Alberta, or telephone 432-3832 Mondays through Fridays, 8 a.m. to 12 noon and 1 p.m. to 4 p.m.

## THIS WEEK AND NEXT

*Listings must reach the Editor by 9 a.m. Thursday one week prior to publication. Written notification is preferred.*

### 29 JUNE, THURSDAY

#### Grad House

Thursday Night at the Grad House.  
Open 4:30 p.m. to 10:30 p.m. Refreshments available.

#### Cinemothèque 16

7:30 p.m. *Rebellion of the Samurai* (Japan, 1967). Directed by Masaki Kibayashi and starring Toshiro Mifune and Takeshi Kato. Downstairs, Edmonton Art Gallery. Admission is \$2 for members and \$2.50 for non-members. Tickets available at the door.

#### Recital

8 p.m. The Johann Strauss Foundation presents Miriam Mahood, pianist, and Cornelius Herrman, cellist, playing Vivaldi, Beethoven, Eckhardt-Gramatte, and Strauss. Provincial Museum. Admission is free.

#### Citadel/National Film Theatre

7:30 p.m. *J.A. Martin, Photographe* and *Skip Tracer*. Zeidler Hall. For further information contact the Citadel Box Office, telephone 425-1820.

### 30 JUNE, FRIDAY

#### Grad House

Friday Night at the Grad House.  
Open 3:30 p.m. to 8:30 p.m. Refreshments available.

#### Faculty Club

*Downstairs.* Barbecue your own: steak (\$6.50), hamburger (\$3.50), potato, fresh vegetable, salad bar, dessert table.  
*Upstairs.* Chef's special: melon boat, chef's salad, beef stroganoff, rice, fresh vegetable, dessert table, \$7.95. Also regular dinner menu. Reservations required.

#### Citadel/National Film Theatre

7:30 p.m. *Skip Tracer* and *J.A. Martin*,

# University Priorities Committee Final Report

*The Final Report of the University Priorities Committee was submitted to a special meeting of the Board of Governors on Friday, 23 June. The following is the text of the main report, excluding the tables of statistical data and appendices; the complete report is available for perusal at all Faculty and Department offices.*

## I. Introduction

The University Priorities Committee was established by the President at the direction of the Board of Governors in June 1977. Its terms of reference were approved by the Board on October 14, 1977, as follows:

### *Terms of reference of University Priorities Committee*

- (1) Develop and recommend policies for determining priorities in the University's academic and support functions.*
- (2) Recommend for adoption by appropriate bodies a decision-making structure capable of coping effectively with various growth patterns.*
- (3) Identify problems in carrying out the functions of the University caused by recent and current funding policies and suggest solutions within the framework of the policies to be developed under (1) above.*
- (4) Suggest means by which the resources of the University (administrative, academic, support staff) might be more effectively utilized in carrying out its major functions.*

The Committee has presented interim reports to the Board of Governors on January 27, April 21, and May 26, 1978. This final report supercedes and encompasses the interim reports.

The Committee has reviewed the operations of the University of Alberta over the past 10 to 15 years with emphasis upon patterns of enrollment, staffing, income, and expenditures. Less intensive consideration has been given to the management and policy-making structures of the University. We have made a general forecast of enrollments, income and costs over the next five to ten years, with a more detailed look at academic staffing and the academic salary component of costs.

From all of this material we draw certain conclusions about the nature and extent of the problems facing the University, and make recommendations in two major areas: budget strategies and reviews of academic and support operations.

The Committee is convinced that growth in selected areas of University operations is desirable and would justify growth in constant dollar provincial support. If such additional support is not forthcoming, however, the University must be prepared not just to survive but to retain its vitality.

Our expectation is that through a revision of budgetary processes the University can create more flexibility in its resource allocations, and through its review processes provide a firm basis for the establishment and implementation of priorities amongst programs. The review process, we believe, will also provide more effective management of University resources in support of its primary objectives.

## II. Objectives of the University— A General Statement

The goals of the University can be considered from two viewpoints. In one sense, the University's goals represent the sum total of the goals of its various parts. In another sense, however, the University, in its totality, must respond to the perceived needs of the various publics that it purports to serve. Both concepts are covered in the proposed statement of goals.

*"The purpose of the University is to provide an academic, social and fiscal environment such that academic units can pursue their objectives in the areas of teaching, research and public service; in addition, the University should, in conjunction with other institutions of higher learning, try to respond to public expectations of services from the University sector."*

In order to make the above statement operationally useful, we need to define the various terms more sharply.

First, we discuss the overall environment which the University should provide for its constituent parts. A proper academic

environment involves the concepts traditionally associated with academic life in North America—the right of faculty to speak out on controversial issues, freedom of inquiry, potential for professional development. In the social area, the University is expected to provide leadership, by example, as a social organization in promoting desirable societal goals. In the fiscal area, the University should try to provide the individual units with sufficient resources to carry out the functions which they are expected to perform, and to provide sufficient flexibility and discretionary funds so that decentralized decision-making at the unit level can be meaningful.

In an institution like the University of Alberta, the spectrum of educational objectives of all of its constituent parts covers an enormous range. Indeed, the expansion of the traditional inward-looking university to the multiversity has been in response to the demand of the various publics that their needs for the University's services be more adequately met. The area of teaching encompasses graduate and undergraduate education; the latter may be further divided into professional or vocational preparation and general or liberal education. In its scholarship function, the University must do its fair share in creating new knowledge and in re-interpreting already existing knowledge in a wide variety of disciplines; in a developing economy like Alberta's, it also serves as a centre of expertise in developing the latest technology as well as in facilitating technology transfer from elsewhere. In the area of public service, the University can play a number of roles: in extension, it makes available to the general public the results of its research and scholarship efforts; it serves as an independent, knowledgeable social critic in a free society; it may be called upon to focus its resources on pressing societal problems; it serves as a major cultural centre for the community.

Each unit will emphasize a different mix of goals from this list. As part of its recommendations on budget procedures, the Committee is proposing a periodic review of



budgetary units. An integral part of this review is the preparation by each unit of its short- and long-term objectives and a critical examination, evaluation, reconciliation and mediation of these goals by a University body. In a heterogeneous organization, goals are developed at the bottom and reconciled at the top. In this way, a set of operational goals may be developed which is consistent with the resources available. The goals of the University then are embedded in the collection of the goals of its constituent members.

The second part of the statement of purpose refers to the goals of the system of higher education of which the University is an integral part. Just as the goals of the various parts of the University must be reconciled at the university level, so the University's goals must be considered and reconciled with those of other institutions at the system level. In helping to formulate these system goals, the University should define what it considers to be its proper role. The University has a special responsibility in providing services in those areas for which there are no satisfactory alternatives. In both Academic Plans 8 and 9, this factor has been recognized—and emphasis has been placed on the University's role in providing advanced research and scholarship, and in providing specialized professional education where alternative facilities are not available.

### III. University Operations—Present Levels and Recent History

#### A. Growth Trends 1964 to 1978

Table 1 and Figure 1 show total University figures for enrollment and expenditures for this period.

In the period 1964-70, enrollment at the Edmonton campus\* increased at an average annual rate of 13.0%; in the subsequent period 1970-78, at an average annual growth of 1.8%. The corresponding rate of growth of overall expenditures, expressed in constant dollars for the two periods, were 19.2% and 3.8%. The growth curves show a sharp break at about 1971. Social organizations find it very difficult to adapt to such large, sudden changes in rates of growth.

In the earlier period, funding increases can be broken down roughly into two components—a quantity component (number of students) which grew at 13.0% a year, and a quality component which amounted to some 6.2% a year. During this period, the University changed from a provincially-oriented University to one that has national

and international stature, with a strong capability in research and scholarship. In the current period, two changes have occurred. First, the students have no longer come in ever-increasing numbers. Indeed, the participation rate of high school graduands entering the University has been dropping. Even though the number of high school graduands is still increasing at about 2% a year and will continue to increase until about 1982, based on current trends in participation rates, we project a slight drop in total University enrollment over the next five years. Second, the governments at both the provincial and federal levels have placed ceilings on expenditures in the areas of social services, education and health care. Thus the emphasis is on maintaining the existing overall level of services rather than on improving it.

It is, therefore, prudent for the University to plan on the basis of only modest increases, if any, of funding in terms of real purchasing power. In this situation, all the significant decisions involve the transfer rather than the additions of resources. Additions to the salary component mean deletions from other components such as supplies or travel; an increase in funding to Faculty A must be compensated for by decreases to Faculties B, C, and D. In the vocabulary of games theory, we are now playing a "zero-sum" game. Only when there is a general acceptance by the University community that these are, indeed, the new rules under which the game is to be played, will they be prepared to accept hard priority decisions. It is the considered view of our committee that the University community is now ready.

Further, decisions on transfer of resources must be made at a level above that of the competing budgetary units—the Faculties, the operating Departments. In order to avoid the appearance of arbitrariness, these decisions must be based on agreed criteria, guidelines and on a body of objective data.

The logical extension of this development is greater central control and evaluation, and a more intensified planning effort at all levels. There will remain the need for informed academic judgments, but these must be based on sound data and explicit criteria. Since we are concerned with outputs and accountability, resource allocation decisions will have to be made on the basis of programs, rather than, as in the past, on budgetary units, i.e. Faculties, Departments, etc. Data and information will have to be gathered and organized accordingly.

#### B. Detailed Trends 1970 to 1978

[The following is a summary of trends

extracted from data on expenditures (percentages by category, by function, and by Faculty), teaching load (by Faculty), revenues and expenditures (current and constant dollars), and enrollment (by Faculty and/or program). The tables showing details of these data have been excluded here for reasons of space and time available to typeset them; however, they may be seen in the complete report, available in all Faculty offices.]

A number of trends are apparent:

*Table 2:* Among categories there has been a significant increase in the fraction expended on salaries and benefits, and a large increase in that expended on utilities. These correspond to the very large decrease in "other expenditures", covering such items as travel, communications, books, and supplies.

*Table 3:* Among expenditures by function there have been significant changes in the library, indirect instructional support, student services, and utilities. In the case of the library the reduction reflects the relatively high proportion of non-salary costs (see comments on Table 2). The decrease in indirect instructional support is accounted for by our purchase of computing equipment which was formerly leased. In student services, the institution of a special separate fee has reduced the University's costs. The increases in utilities are caused by the sharp increases in energy rates.

*Tables 4 and 5:* Despite obvious changes in the workload as measured by weekly student hours (Table 5), the distribution of expenditures by Faculty has been remarkably constant. We have concluded that two factors are responsible for this inflexibility; the large proportion of the budget required to support long-term commitments (largely salaries of permanent staff), and the lack of good, comparative data and agreed mechanism for re-allocations.

*Tables 6 and 7, Figure 2:* There has been only a modest growth in total enrollment, in the complement of full-time continuing academic staff, in the government grant, and in academic salaries (when the last two are expressed in constant dollars).

There have been relatively large increases in non-academic salary cost (total, continuing and temporary, full- and part-time) in benefits for all staff, and in utility costs.

There has been a significant decrease in fee revenues, and in "other expenditures".

*Table 8:* Student demand for admission to most Faculties reached its peak in the early or middle '70s and is now declining. In fact, for the University as a whole, peak demand for direct admission of high school graduates occurred in 1974-75.

\* Prior to 1966 the University of Calgary operated as the Calgary campus of the University of Alberta.

Table 9 shows that the enrollment of the past several years has been sustained by former students re-enrolling. Once this source reaches an equilibrium position, total enrollment will depend directly on new applicants from high school. On the basis of this data we predict a slight drop in total University enrollment over the next five years. After 1982 when high school graduate numbers start to decline, we may expect a larger drop in University enrollment. It is important to note, however, that long-term forecasts have not proven reliable in the past, particularly with respect to the participation rate as a percentage of the 18 to 24 year old age group.

#### *C. Budget and Management Procedures*

During the past seven years the University of Alberta has gone through a continuous process of budgetary restriction in a period of rapidly escalating costs.

Because of contractual commitments to existing staff and students, it is not possible to achieve short-term savings by eliminating programs or developing and implementing redundancy provisions to terminate staff. In the absence of reliable data about future enrollments and future funding the University has not developed long-term plans for such reductions in programs or staff. Consequently each year's budget has been based upon existing commitments and patterns of expenditure, modified by the revenues and reserves available and the salary settlements reached for that year.

In the gross operating budget, funds have been first of all allocated to Faculties and operating Departments to cover the "base budget", the previous year's budget adjusted for full-year implementation of the previous year's salary settlements and contractual commitments. Further sums have then been allocated for the committed additional costs of salary settlements, salary increments, and utility rate increases. A "budget reserve" has then been established to support Faculties with new programs or significant workload increases and the balance has been distributed to offset (in part only, as reflected in Table 1) inflationary increases of other expenditures.

This system of budgeting may be described as an incremental system, with by far the greater part of the increment in each unit designated for adjustments related to salary scale, increments, and other committee increases. Only a small portion of the increment was applied in response to the perceived priorities. These perceived priorities were based almost exclusively upon a simplified measure of teaching workload, or upon specific requests related to specialized portions of unit budgets.

Furthermore, the magnitude of the budget reserve has been in the range of 0.5 to 1.0% of the operating budget, so that any shifts achieved by this mechanism were limited. It is indicative of our tight budgets that requests for such funds usually total several times the amount available, and are supported by extensive briefs from the Deans.

There is an element of incompatibility between this "incremental budgeting" and the concept of establishing priorities and allocating resources accordingly. Any University body which seeks to make priority judgments between budgetary units and between programs must, if it is to make a rational and politically acceptable judgment, know in some detail and depth the operations of the budgetary units and the resources required to carry out programs; it must know the goals and objectives of these programs and have some measures of performance in achieving those goals; it must rely more heavily on planning and have access to a sophisticated management information system.

The fact that the logic of this analysis suggests a move towards a more programmatic approach does not mean that we are recommending the adoption of the full trappings of a Program Budgeting System.

#### *D. The Problem of Soft Funds*

The Committee observed that one factor which has exacerbated the current budget problems has been the University's failure to develop suitable policies and mechanisms for the use of soft or one-time-only funds. In the preparation of the 1977-78 budget accumulated reserves and carry-over funds were used to support increases in expenditures of a continuing nature. This meant that in order to maintain the 1977-78 scale of operations in 1978-79 it would have been necessary to increase revenues several percent above the level required by inflation alone, and as it turned out, more than the government was prepared to provide through grants. The Committee could find no indication of a clear policy for the use of accumulated reserves or non-recurring funds. Beyond that, although no detailed investigation was carried out, the Committee was not satisfied that we have an adequate method for monitoring and predicting actual expenditures as the year-end approaches.

#### *E. Academic Salary Costs: Present System*

Since academic salaries constitute such a large share of the University budget, the Committee has developed a computer model showing the long-term costs of the present staffing policies, and permitting investigation of the effects of changes in a number of the variables. Details of this model are

shown in Appendix A.

Based upon the 1977-78 staffing complement, and on the assumption that changes in the salary scale will exactly compensate for inflation, the model predicts an increase in academic salary costs of about 2.0% in the first year, gradually tapering off to a steady state by 1994, after which it would decrease. In that 17-year period, total cost would go up by 18%.

Steps taken in the 1978-79 budget to control the number of positions, and the acceptance of a salary settlement with a scale and benefit increase significantly less than the percentage increase in university revenues forecast, change the picture in the first year of operation, but still leave the salary costs on a continuously rising curve over the next 12 to 13 years. (See Appendix A.)

The present system of probationary and continued appointments assumes that all permanent full-time faculty members have the same kinds and levels of activities, and the same full-year responsibilities. Accordingly, there is a single campus-wide salary and increment structure. In general, the only limits to salary or rank are determined by the particular performance of the individual, measured against the standards which are established for the specific Faculty.

With the time and resources available to the Committee, it was not possible to produce a comparable model for the more complex non-academic salary component of university costs. Because of higher turnover rates, greater interchangeability, and the larger proportion of non-permanent employees, there is greater flexibility in this area.

#### *F. Planning within the University*

During the 1960s North America witnessed a rapid rise in both the proportion and the absolute number of young people seeking university education. At the same time there were dramatic increases in activity in, and support for, the social sciences, the arts, and all fields of the sciences and technology. In Alberta we were moving out of our old geographical, economic, and social isolation. As part of all of this, the University of Alberta grew rapidly in staff, in academic programs, and in buildings and other facilities. All of the energies of the University were required to meet the demands of this growth. Our planning processes concentrated on the development of new programs and facilities and on the addition of new staff. While it is true that in a number of our planning bodies and planning procedures specific reference was made to a re-examination of existing programs and facilities, in practice what developed was a growth model with essentially all of the planning relating to

what was new. The Academic Development Committee studied new programs, but spent very little time considering existing ones. Prospective or newly appointed faculty members were evaluated before original or continuing appointments were made, and close scrutiny was given to plans for new buildings, but much less attention was paid to the use of existing staff and space.

This same pattern carried forward into the 1970s despite radical changes in growth patterns. When enrollments increased or new programs were approved academic units sought new space and new staff members, but only rarely could this be accommodated by transfer from other programs. No satisfactory mechanisms were developed for comparisons between one existing program and another, or one existing unit and another, or between those which existed and those which were proposed. In other words, we had neither a system of priorities nor adequate data and criteria on which priorities could be established.

#### *G. Analysis of Programs and Academic Departments*

The Committee carried out, as a pilot, a study of the operations of the Department of Plant Science, and of the corresponding undergraduate program leading to a BSc in Agriculture with specialization in Plant Science. This involved the use of student and course data in the Registrar's Office, and of workload analyses provided by Institutional Research and Planning. A certain amount of further development of these programs was required.

Because this work was exploratory only, we did not aim at complete data, or reach firm conclusions about this specific department or program. We did find evidence that growth in enrollment and teaching load based upon numbers of students (weekly student hours) does not have any simple, proportionate effect upon teaching load measured in terms of faculty time (weekly contact hours). We also found that in some Departments across the University there is a high proportion of faculty time devoted to courses with very low enrollment. We do not suggest that this is intrinsically wrong, but we do feel that it needs further analysis and, in some cases, justification.

The Committee feels that the University needs to have an analytical capability of assessing the three key parameters affecting the operations—faculty flow, student flow, teaching workloads. Towards that end, the Committee has developed an academic salary prediction model (see "E" above) and has refined the existing workload model, permitting disaggregation of the data into individual programs by year. A

comprehensive student flow model is also currently under development by the Office of Institutional Research and Planning.

#### **IV. Proposals for the Future**

The Committee has concluded that changes are required in two major areas: budgetary planning and processes, and the planning and management of operations.

##### *A. University Revenues*

Budgetary planning requires reliable forecasts of income, as well as planning and control of expenditures. Since about 87% of the University's revenue comes as an operating grant from the Province of Alberta, and about 10% as student fees, policies in these areas are of vital concern.

A recent study (Sheehan, 1978) has made recommendations to the Minister on university financing, and a current study of student costs (Grantham, 1978) will presumably recommend a provincial policy on fees for instruction.

The Committee did not see the Sheehan report, and concludes only that government policies with respect to grants, and government and university policies with respect to fees must provide for an adequate level of support, with sufficient lead time (three years?) to permit rational advanced planning on the part of the University. By "adequate level" we mean one which will allow the University to carry out its full commitment to teaching, research and public service without requiring unreasonable financial sacrifices on the part of any category of students or staff.

It is also important that such policies allow for special funding in cases involving major new programs or major increases in the size or quality of existing programs.

##### *B. Strategic Budgetary Planning*

The committee proposes that more attention should be paid to the long-term effects of budgetary and management decisions. There are several areas in which this is important.

(1) *The Operating Budget:* We understand that the organization of the budget office may be modified so that budget planning will be directly under the Vice-President (Finance and Administration). We support this move in the expectation that it will provide for the development and extensive use of budget modelling studies prior to the adoption of operating budget policies or specific operating budgets. We suggest that such modelling should be a major function of this office so that the short- and long-term effects of various budget policies may be explored before decisions are made. We also consider it vital that the University develop a clear policy with respect to the use of reserves, and of funds

remaining unspent at the end of each budget year. Appendix B includes a proposed set of general principles along with an illustrative scenario. The latter is obviously incomplete and would require several more stages of refinement before its ultimate usefulness could be tested. We put it forward as a sample of the type of model development and testing we feel is essential.

##### *Recommendation 1*

(a) *The Committee recommends that the Board instruct its Finance Committee, in consultation with the University Planning Committee, to prepare a formal statement of budget principles for the consideration of the Board. These should include a detailed policy and mechanisms for the use and control of reserves, and of unspent funds remaining at year end.*

(b) *The Committee also recommends that the Finance Committee review the budget control mechanisms, and the financial forecasting system of the University.*

(2) *Planning for Buildings and Other Capital Development:* Capital acquisitions usually have associated with them continuing operating costs. By their very nature these are long-term. We understand that Alberta Advanced Education has been requested to provide appropriate additional operating funds when new buildings are provided. Whatever the outcome of this request, we suggest that every major capital request should be accompanied by an estimate of the immediate and long-term additional operating costs associated with it. These should be considered in light of planning for the operating budget before final decisions are made.

(3) *Library Systems:* The Committee anticipates that over the next ten year period there will be large scale changes in the nature and costs of certain library systems. In the extreme case, we may face the substitution of automated information storage and retrieval systems for conventional print forms. Even if this does not come to pass in the immediate future we certainly face major changes in the circulation and catalogue functions. The mainstay of library card catalogues for many, many years has been the Library of Congress system, which has provided catalogue cards and information for most of the books in North American libraries. This service will cease in 1980. Its replacement will undoubtedly involve a computerized system. Several such systems are in partial existence now, and we seem to be headed towards some form of integrated network.

Ultimately, the adoption of these systems may lead to budget savings. On the other hand, they may give a higher level of service at equal or greater cost. During the period



of their development there will certainly be no savings, and at various stages there may be significant additional capital as well as operating costs.

It is imperative that the development and testing of such systems be planned well in advance. In addition, the acquisition of computing equipment, whether purchased or leased, may require that orders be placed one to two years in advance of installation.

(4) *Computing Facilities:* The use of computers in research, administration, and teaching has grown from almost nothing on this campus fifteen years ago, to a present level of approximately 4% of our net operating budget. There is every indication that this use will continue to grow.

As noted above for the Library, major computing equipment, whether leased or purchased, must be ordered one to two years in advance of installation. Apart from the capital costs involved for purchased equipment, there are associated costs in the operating budget for operating personnel and services, and for the rental of at least some of the equipment. For these reasons it is important to plan several years ahead, and it is necessary to make commitments in both operating and capital budgets on a long-term basis.

#### *Recommendation 2*

*The Committee recommends that the Board instruct the Vice-Presidents to have prepared long-term perspectives on the development of library systems, and the various computing services on campus and to have these reported to the Board through the University Planning Committee.*

*C. Salary Components of the University Budget*  
Since salary and benefit costs represent such a large fraction of the University's total expenditures, it is imperative that before any salary policies are adopted or salary agreements are reached, the future cost implications be examined with great care. The Committee has developed an academic salary prediction model which permits estimates of salary costs for continuing full-time academic staff on the basis of current policies and experience or of specific changes in these policies.

#### *Recommendation 3*

*The Committee recommends that the Academic Salary Prediction Model be adopted and maintained as an important tool in the budgetary process. Similar models for other salary components should also be considered.*

Appendix A shows the 20-year predictions of the model, based upon 1977-78 data.

The model has been also used to analyze the following modifications to current staffing policies:

(1) Voluntary early retirement at age 55 as

provided in the new Academic Pension Plan, which takes effect July 1, 1978. The results are based on the assumption, suggested by Mercer and Associates (pension plan consultants), that from age 55 to 65, five percent of those eligible to retire in a given year will elect early retirement.

(2) The pool available for salary increments would be 7/11 of the present one, so that the average annual salary increment is 0.7 rather than 1.1. This is the amount that would be built into the base salary expenditures for the following year. Bonuses could be used to reward the particularly meritorious, but need not be built into the basic salary structure. The net effect of this modification is to stretch out the average rate of advancement of academic staff.

(3) Only 75% of all the predicted vacancies (through retirement, terminations, resignations) occurring each year are filled. If our student enrollment forecast is correct, then this policy option would maintain for the next five years the current overall student-staff ratio.

(4) The starting salary for all replacements is at 1 increment rather than 5 increments above the floor of the Assistant Professor rank.

(5) A ceiling on full Professors' salaries at 14 steps above the floor of the Professor rank, but with no retroactive feature. At current salary schedules, this ceiling would be 2.44 times the floor of the Assistant Professor rank.

(6) An overall salary settlement that is 0.5% below the inflation percentage increase.

A computer printout of the projected effects of each one of these staffing policy modifications is given in Appendix A. The projected overall academic salary requirements are summarized in Table 10. A wide range of values for each variable can be tested alone or in combination. The values chosen here are examples only.

One problem noted here is that in the present accounting systems "staff benefits" are not correlated with specific employee groups. Benefits represent a significant fraction (about 10%) of salary costs. Furthermore, the benefit package differs according to employee classification, and is, in some cases, negotiated as a part of a salary and benefit agreement.

#### *Recommendation 4*

*The Committee recommends that the accounting system be adjusted to report staff benefits according to the same classification systems and units as used for salaries.*

In recognition that total salary and benefit expenditures within the University are at the upper limit of an acceptable range, the Committee has considered whether

specific guidelines or even rigid limits might be applied to this component of the University's costs. We recognize that salary scales are the subject of three separate negotiations and further that a number of academic considerations must influence possible trade-offs between academic and non-academic staff positions, between full-time and part-time, between permanent and temporary.

#### *Recommendation 5*

*The Committee recommends that the Board, each year, in consultation with the University Planning Committee, establish clear alternatives with respect to number and type of staff, and possible salary settlements as part of the preparation for salary negotiations. As part of this process the Board should monitor the distribution of expenditures among categories of expenditure (salaries and benefits, utilities, other expenditures).*

All of the above assume the continued existence of the present salary and increment structure, and of the present narrow range of contractual conditions of appointment. Alternative arrangements, many of which are in operation in other universities, or in other types of employment, should be explored. The few variations which exist in limited numbers in certain parts of this campus should be examined for potential broader use. Such changes should not be brought about lightly nor proposed at frequent intervals. The following are some examples which might be investigated: permanent part-time and permanent sessional sessional appointments; faculty appointments with limited responsibilities and corresponding limited increment or promotion possibilities; modifications of the number or size of increments at various rank levels; the substitution of bonus payments for increments at certain levels or under certain conditions; the establishment of full-time term appointments; faculty appointments changes in University needs. In certain cases it might be necessary to make changes in our benefits programs in order that staff appointed under such terms would be dealt with fairly.

#### *Recommendation 6*

*The Committee recommends that the Board, in consultation with administrators at various levels, investigate alternative types and conditions of appointment, with a view to negotiating, at appropriate intervals, changes in staff agreements.*

#### *D. Reviews of Programs, Academic Units, and Service Units*

We propose that the Board and General Faculties Council establish a system of regular reviews of programs and of budgetary

units. These should be carried out under the control of a central body at least once in five years; annual reviews should be carried out within the normal administrative structure of the University.

(1) *Review of Programs:* Two types of reviews of teaching programs (both graduate and undergraduate) are required. The first relates to the academic content and academic evaluation of courses. We suggest that these should be left in the hands of the Academic Development Committee under its present terms of reference. They should be carried out in consultation with the Deans of the Faculties responsible for the program.

The second type of review relates to the resources required and the number of students admitted to each program. Some of the basic information can be obtained centrally, and it is suggested that this be done by Institutional Research and Planning in cooperation with the appropriate Faculty and Department offices, under the general direction of the Vice-President (Academic). Scheduling of these reviews should be coordinated with the reviews of the major academic units related to the programs. The results of such reviews should form a significant part for the review and planning process for these academic units.

(2) *Reviews of Quota Programs:* Quota programs present special problems. Although a variety of reasons have been accepted when quotas for individual programs have been proposed and approved, and a general statement approved by both GFC and the Board refers to "limitations on space, staff or facilities" as justification for a quota, no distinction seems to have been made between short-term and long-term limitations on resources. No specific reference is made to what weight is to be attached to apparent or anticipated student demand for admission, or societal demand for graduates in allocation of resources or short- and long-term planning for quotas. Furthermore, in some cases at least, an overly simple relationship seems to have been assumed between the program needs and the resources of the academic unit sponsoring the program. In fact most programs draw upon several Faculties and Departments beyond the sponsor, especially in the preliminary years.

#### *Recommendation 7*

*The Committee recommends that the Board undertake a study of the rationale for quotas, criteria to be used in establishing quota size, and the process by which changes in quota size are planned and instituted.*

(3) *Review Procedures and Priority Decisions for Budgetary Units:* We now turn to the question of how resources are to be allocated or reallocated among budgetary units. There

are two elements of information required before priority decisions can properly be made about the support to be given the budgetary units. The first relates to the purposes and intended functions of the units; i.e. what programs they support, and on what scale. The second relates to the way in which needs for resources vary with the scale of these functions (in teaching programs read, "student enrollments" for "scale").

The Committee proposes that a system of regular reviews be implemented to collect information on each budgetary unit.

(4) *Reviews of Administrative Support Units:* In the case of service and administrative units, such reviews should be carried out under the direction of the Vice-President responsible for that unit. Because such units vary greatly in their nature and structure, we think it appropriate that each Vice-President propose the specific review procedure for each unit under his control. In the case of academic support units and student services the procedure should be approved by the University Planning Committee; in the case of administrative units and other service units, the procedure should be approved by the appropriate Board Standing Committee. The results of these reviews should be reported to UPC by the appropriate Vice-President, and transmitted by UPC to the Board. Each such review should include a statement of the goals and objectives of the unit; an analysis of current operations; an estimate of future demand; an outline of possible alternative methods of meeting the needs; and a forecast of the resources needed over the next five year period.

(5) *Reviews of Academic Units:* We propose that each academic unit should be reviewed at least once in five years by a three-member committee. Normally this committee would be an internal committee of the University of Alberta. Under exceptional circumstances one or more external members might be added. The purposes of the reviews include the following:

- (1) to obtain from each unit its own statement of goals and objectives;
- (2) to analyze the current and immediate past operations of the unit to provide a data base on the programs supported, academic and support staff required, numbers of graduate students, research and contract funding, and other activities of the unit including regular term and out-of-term projects;
- (3) to obtain estimates of future demand for program support (this would be coordinated at UPC level with information about program reviews and the data obtained from the reviews of other academic units);

(4) to consider alternative methods of meeting program needs through changes in staffing, modifications in class size or faculty teaching loads, or in type of appointments;

(5) to provide data on a common basis for use in the allocation or reallocation of resources among Faculties and Departments; and

(6) to provide data to demonstrate publicly the effectiveness and efficiency of the University's operations, and the breadth of services the University provides to society.

Reviews should be initiated by the Vice-President (Academic) who would appoint the three-member committee. One member would be drawn from present or recent past members of UPC or ADC, one member from the unit under review, and one member from Institutional Research and Planning. The Committee would report to the Vice-President (Academic) in accordance with terms of reference provided by him. The report would give data and recommendations with respect to the unit, including (1) a statement of goals and objectives of the unit; (2) a five-year plan of program activities for which the unit is responsible (coordinated with program reviews); (3) an estimate of future staffing and other resources required; and (4) indicators by which progress towards the goals can be measured.

In preparing its report the review committee would consult with student and staff and, where pertinent, with professional associations. With the approval of the Vice-President (Academic) it would be empowered to arrange for external consultants.

The Vice-President (Academic) would transmit the report to the University Planning Committee along with such additional recommendations and comments as he saw fit.

The University Planning Committee on receipt of a report

- (1) would validate the objectives of the various units in relation to program priorities and budget priorities of the University;
- (2) might recommend to the appropriate Vice-President changes in the structure or assignment of program responsibility to budget units;
- (3) might recommend from time to time to the administration or the Board on any matters arising from the reviews; and
- (4) might recommend to the Board, through the President, changes in the scale of operation of a unit. In the case of major expansion, special new funding should be sought.

#### *E. University Priorities*

Each year the University Planning Committee

should formulate and recommend criteria for academic priorities to General Faculties Council. On the basis of these, and of the report of program reviews, and reviews of academic and support units, University Planning Committee should recommend on budget priorities (both short- and long-term) to the Finance Committee of the Board.

#### *Recommendation 8*

*The Committee recommends that the Board of Governors and General Faculties Council jointly approve in principle a system of reviews of academic programs, academic units, and administrative and service units and further, that responsibility for collecting and coordinating these reviews, and for recommending academic and budgetary priorities be delegated to UPC.*

After such approval in principle, a detailed set of procedures and instructions for such reviews, along the lines indicated in this report, should be developed and widely discussed amongst Faculties, Departments and major committees of GFC and the Board.

#### *F. Reallocation of Resources*

In the implementation of priority decisions, the shift of faculty positions is at once the most important and the most difficult. It is, of course, easy to close out temporary academic or graduate assistant positions in a department at any time, subject to the fulfillment of short term obligations to existing appointees. Such measures, however, reduce flexibility and may raise the average costs in a program. On the assumption that any decision to reduce the scale of operations of a unit is based upon long-term priorities and long-term plans of the University, it is important that such reduction apply to the permanent as well as the temporary portions of the operation. We recognize that such reduction cannot take place suddenly or in a single step.

Once a system of priorities and an analysis of operations has indicated areas or units which are overstaffed, and others which are understaffed, we suggest a number of mechanisms may be used to corrected this.

(1) When an academic position becomes vacant, for any reason, it should be regarded as potentially available for reallocation. Permission of the Vice-President (Academic) should be required before it is filled. This permission, in turn, should be based upon the results of academic reviews and upon established priorities.

(2) In certain cases it may be possible with existing personnel to arrange for a partial or complete transfer of an individual faculty member from one Department or Faculty to another. The Vice-President (Academic) should be responsible for negotiating such

changes with the individual and the units involved.

(3) In other cases it may be possible to transfer teaching or other responsibilities from a unit which is understaffed to a unit which is overstaffed. Such transfers might be negotiated directly between the units involved, or through the office of the Vice-President (Academic).

#### *Recommendation 9*

*The Committee recommends that a permanent policy of position control be applied to the filling of vacancies which occur among permanent academic positions, and the establishment of any new permanent positions. The policy should be administered by the Vice-President (Academic) under the direction of the University Planning Committee.*

#### **V. Implementation**

In line with earlier statements of the Chairman of the Board and of this Committee we propose that the Board should receive this report and circulate it to various University bodies, and staff and student organizations, for discussion before any of the recommendations are formally adopted. This should not prevent the adoption and use of a number of ideas included in the report, where such adoption or use is not in conflict with existing structures, agreements or assignments of responsibility.

With respect to the review procedures proposed, we suggest that in the first year of operation the Faculties of Business Administration and Commerce, Education, and Engineering should be reviewed along with their constituent Departments and related programs. In addition, as a sample, we suggest that one Department from each of the Faculty of Arts and Science should be considered.

In the non-Faculty area, the schedule should take into account recent reviews of a less formal nature which have taken place in the Library, in Student Services, and in Community Relations. Such reviews should be reported to the University Planning Committee and the Board of Governors. The University administration should be asked to recommend on administrative and service units to be reviewed in the first year. We suggest that these should include one major unit under each of the three Vice-Presidents.

Further scheduling of reviews and possible modifications in the review procedure should be considered when the first year's reviews are completed.

#### **VI. Concluding Comments**

It was only natural that when the University Priorities Committee was created many groups within the University, faced with their own

particular sets of problems, would have high expectations of what the Committee could do to resolve these. The Committee, for what it considers good reasons, has limited the issues which it has addressed. In light of the diverse expectations and, in some cases, fears expressed by various individuals or groups, it may be worthwhile to state some of the things the Committee is NOT doing.

(1) The Committee is NOT recommending drastic or spectacular measures, such as the abolition of a program or Department. In our view, this University has over the past fifteen years developed into a quality institution of higher education. We believe that our first priority is to preserve and enhance such quality. We agree with Sir Eric Ashby that large mutations are invariably lethal to social organizations. We do not want to recommend draconian steps that threaten the viability of what we think is a tremendous provincial and national asset, or damage the morale of those who have worked to make it so. As our budget analyses indicate, the University's current financial difficulties are not the result of dramatic bad decisions, but rather come as a result of a series of incremental budgetary decisions, some within the University, and some outside, whose cumulative effect has been to leave essentially no room for the University to manoeuvre or to institute any significant shift of resources. We believe that the implementation of our budgetary recommendations—incremental and undramatic though they may be—will open up the possibility of implementing priority judgments.

(2) We have NOT made any explicit ordering of priorities between one program and another, or between one budgetary unit and another. There are two reasons for this. First, we did not have, and could not in the time or with the resources available to us, develop an adequate data base for such an operation. The second is more complex. A priority decision is merely the end step of a decision process, a process of analysis, of reflection, of developing and testing alternatives, and of obtaining a "feel" for the situation. To make effective decisions the decision-maker must to some degree participate in the decision process, and in a university setting, at least, those who will implement the decision at the Faculty or Department level should also participate.

What, then, has the Committee achieved? What continuing effects can be expected? Who carries on from here?

We believe that already, through our interim reports and discussions, we have modified the ways in which important groups within the University think about problems of planning, management, and priorities. We believe that the recommendations of this

report, if implemented with sensitivity and purpose, will improve both the internal operations of the University and its external image.

The obvious first step is adoption of the recommendations. This will require action by General Faculties Council and the Board of Governors, presumably after the promised wide discussion. More important than this, however, is acceptance of the three basic threads which we feel are vital to the fabric we have woven: the establishment of objectives; the regular review of operations; and the use of models and modelling to explore options in detail before decisions are taken.

In our view, it is vital that senior administrators and senior policy and administrative committees, especially the University Planning Committee, take active responsibility for monitoring the progress of our recommendations over the next few months.

In addition, until such time as our recommendations are finally dealt with, the University Planning Committee should be asked to carry on any of our work which, in the view of the Board, requires continuing study.

*Respectfully submitted*

**University Priorities Committee**

Jean Forest	Board of
John Schlosser	Governors
Leslie Green	General Faculties
Henry Kreisel	Council
Donald Quon	General Faculties
	Council Executive
Larry Eberlein	AASUA
Willard Allen	Administration
(Chairman)	

*Photographe*. Zeidler Hall. For further information contact the Citadel Box Office, telephone 425-1820.

#### Cinematheque 16

7:30 p.m. *Rebellion of the Samurai* (Japan, 1967). Directed by Masaki Kibayashi and starring Toshiro Mifune and Takeshi Kato. Downstairs, Edmonton Art Gallery. Admission is \$2 for members and \$2.50 for non-members. Tickets available at the door.

### 1 JULY, SATURDAY

#### Faculty Club

*Downstairs*. Saturday buffet: mixed grill, potato, fresh vegetable, salad bar, dessert table, tea, coffee, \$5.50.

*Upstairs*. Chef's special: cream of chicken soup, Waldorf salad, beef Wellington, fresh vegetable, cherries jubilee, tea, coffee, \$7.95. Also regular dinner menu. Reservations required.

#### Cinematheque 16

7:30 p.m. *Rebellion of the Samurai* (Japan, 1967). Directed by Masaki Kibayashi and starring Toshiro Mifune and Takeshi Kato. Downstairs, Edmonton Art Gallery. Admission is \$2 for members and \$2.50 for non-members. Tickets available at the door.

### 2 JULY, SUNDAY

#### Jazz Concert

2:30 p.m. Big Miller Jazz Band. Centennial Library Theatre. Admission is free.

#### Cinematheque 16

7:30 p.m. *Chimes at Midnight (Falstaff)* (Spain/Switzerland, 1966). Directed by Orson Welles and starring Orson Welles, Jeanne Moreau, Keith Baxter, and John Gielgud. Downstairs, Edmonton Art Gallery. Admission is \$2 for members and \$2.50 for non-members. Tickets available at the door.

#### Citadel/National Film Theatre

8 p.m. *J.A. Martin, Photographe*. Zeidler Hall. For further information, contact the Citadel Box Office, telephone 425-1820.

### 4 JULY, TUESDAY

#### Law Lecture Series

7:30 p.m. "Rape: the myths and realities," the first in a series of lectures on aspects of the law. Sponsored by Student Legal Services and the Edmonton Public Library. Music Room, Centennial Library. Admission is free.

### 5 JULY, WEDNESDAY

#### Citadel/National Film Theatre

7:30 p.m. and 9:30 p.m. *Der Amerikanische*

*Freund/The American Friend* (West Germany, 1977). Directed by Wim Wenders. Zeidler Hall. For ticket information contact the Citadel Box Office, telephone 425-1820.

### 6 JULY, THURSDAY

#### Cinematheque 16

7:30 p.m. *Mother Kusters Goes to Heaven/Mutter Kusters Fahrt zum Himmel* (West Germany, 1975). Directed by Rainer Werner Fassbinder and starring Brigitte Mira, Margit Carstensen, and Karl Heine. Downstairs, Edmonton Art Gallery. Admission is \$2 for members and \$2.50 for non-members. Tickets available at the door.

#### Citadel/National Film Theatre

7:30 p.m. and 9:30 p.m. *Der Amerikanische Freund/The American Friend* (West Germany, 1977). Directed by Wim Wenders. Zeidler Hall. For ticket information contact the Citadel Box Office, telephone 425-1820.

### 7 JULY, FRIDAY

#### Faculty Club

*Downstairs*. Holiday Barbecue: steak (\$6.50), hamburger (\$3.50), baked beans, corn on the cob, salad bar, dessert table, tea, coffee. *Upstairs*. Chef's special: jellied madrilène, Waldorf salad, veal scaloppine, green noodles, fresh vegetable, dessert table, tea, coffee, \$7.95. Also regular dinner menu. Reservations required. Entertainment: Executive Branch.

#### Cinematheque 16

7:30 p.m. *Mother Kusters Goes to Heaven/Mutter Kusters Fahrt zum Himmel* (West Germany, 1975). Directed by Rainer Werner Fassbinder and starring Brigitte Mira, Margit Carstensen, and Karl Heine. Downstairs, Edmonton Art Gallery. Admission is \$2 for members and \$2.50 for non-members. Tickets available at the door.

#### Citadel/National Film Theatre

7:30 p.m. and 9:30 p.m. *Der Amerikanische Freund/The American Friend* (West Germany, 1977). Directed by Wim Wenders. Zeidler Hall. For ticket information contact the Citadel Box Office, telephone 425-1820.

### 8 JULY, SATURDAY

#### Jazz Concert

2:30 p.m. The Brian Hughes Trio. Front Terrace, Edmonton Art Gallery. Admission is free.

#### Faculty Club

*Downstairs*. Saturday buffet: grilled lamb brochette, saffron rice, fresh vegetable, salad bar, dessert table, tea, coffee, \$5.50. *Upstairs*. Chef's special: house paté, roast duckling, orange sauce, potato, fresh

vegetable, dessert table, tea, coffee, \$7.95. Also regular dinner menu. Reservations required. Regular dining in Papaschase Room only.

#### Cinematheque 16

7:30 p.m. *Mother Kusters Goes to Heaven/Mutter Kusters Fahrt zum Himmel* (West Germany, 1975). Directed by Rainer Werner Fassbinder and starring Brigitte Mira, Margit Carstensen, and Karl Heine. Downstairs, Edmonton Art Gallery. Admission is \$2 for members and \$2.50 for non-members. Tickets available at the door.

### EXHIBITIONS AND PLAYS

#### University Art Gallery and Museum

*Continuing*. An exhibition of Indian and Inuit artifacts and clothing from the Edwards and Lord Collections.

#### Provincial Museum

*To 30 June*. "Damaged Documents," examples of documents and photographs exhibiting the extent and kinds of damage which can occur to documents.

*Continuing*. "The Spirit of the Windships," an exhibition on the ships and ship-building of the nineteenth century.

*Continuing*. "The Art of the First Australians," aboriginal paintings, sculptures, and artifacts.

#### Foyer Gallery

*To 30 June*. An exhibition of the works of Marushka Kurylo-Finley. Centennial Library.

#### Devonian Botanic Garden

A collection of native and introduced plants used for teaching and research, located 9.7 km west on highway 16 and 14.5 km south on highway 60. Open from 1 p.m. to 6 p.m. daily. In bloom: peonies, pansies, lilies, and primulas.

#### Centennial Library

*To 30 June*. An exhibition of black and white photographs by Martin Thompson. Photography Gallery.

#### Graphics

*To 30 June*. "Exposition de livres-objets," a collection of limited edition, handcrafted books.

#### Edmonton Art Gallery

*From 7 July*. "Modern Painting in Canada," examining the development of modernist painting in Canada from the early twentieth century to 1970.

#### Provincial Museum

*Continuing*. "The Legacy: Contemporary British Columbia Indian Art," an exhibition of art and artifacts representative of the lifestyle and culture of the West Coast Indians.



#### Alberta Barter Theatre

To 9 July. William Gibson's *Two for the Seesaw*. Outdoors in the courtyard beside Corbett Hall at 9 p.m. For ticket information and show times contact the Barter Theatre, telephone 432-2495.

## NON-CREDIT COURSES

#### STUDENTS' UNION ARTS AND CRAFTS COURSES

Students' Union Arts and Crafts Courses will be offered for a six-week session beginning 10 July. Pottery, weaving, batik, macramé, quilting, crochet, and knitting courses will be presented, as well as three special workshops, "Natural Basketry," "For Art Teachers Only," and "Primitive Weaving."

For further information, telephone the Arts and Crafts Office in the Students' Union Building at 432-4547, or the HUB Craft Shop at 432-3061.

*The courses listed below are offered under the auspices of the Faculty of Extension. Registrations may be made and information concerning the instructors and contents of the courses may be acquired at 228 Corbett Hall or by telephoning the number at the end of each listing.*

#### CERAMICS SUMMER PROGRAMS

Three ceramics courses are being offered this summer by the Faculty of Extension.

*Ceramics, Intermediate and Advanced.*

This course emphasizes the development of high aesthetic ideals for pottery, development of personal style, and the coordination of design elements through a number of pottery items. It will be held from 4 July to 29 July; the instructor will be Jack Forbes. The course is limited to fifteen students, and the fee is \$130.

*Basic Pottery—Medium Range Oxidation Firing.* This course has been designed for persons who have little or no experience in pottery. Emphasis will be on developing skills and knowledge with a view to operating a small potting facility. The course will extend from 16 August to 25 August; the instructor will be Jan Van Alderwegen. It will be limited to sixteen students; the fee is \$55.

*Kootenay Plains "Primitive" Workshop.* This campout workshop will afford the participant an opportunity to learn how to make and fire pots using primitive methods. The course will run for five consecutive days beginning on 21 August and will be taught by Mary Borgstrom and Jack Forbes. It is limited to twenty students; the fee is \$65.

For information about the three courses listed above, telephone 432-3034.

## SURPLUS EQUIPMENT LISTING

*The equipment listed below has been declared surplus. If your department is interested in any of this surplus equipment, please get in touch with the declaring department and arrange a satisfactory price. Once you have arrived at a price, make up a purchase requisition showing the account to be charged, and forward the requisition to the Purchasing Department.*

*All departments are encouraged to dispose of surplus equipment. This disposal is accomplished by completing a surplus equipment declaration form and forwarding it to the Purchasing Department. Proceeds from such disposals are normally credited to the accounts from which the equipment was originally purchased; however, this is not always the case. For further information and details on the disposal of surplus equipment, telephone Bonnie O'Dwyer or Roy Bennett at 432-3208.*

Oscillators  
General Radio Decade Inductor  
Generators  
Audio and Meter Preamp  
For further information, please contact  
Brian Acheson or Bill Diachuk at Technical  
Services, 432-4901.

## POSITIONS VACANT

#### NON-ACADEMIC POSITIONS

##### Secretary II

Required immediately for the Nursing Department. Minimum typing of 60 wpm, dictaphone and medical terminology is necessary. Shorthand is desirable. Must have at least one year of related experience.

##### Secretary I

Required immediately for the Radiopharmacy Department. Must be proficient in typing and dictaphone. Shorthand is desirable. Previous experience is preferred.

##### Medical Dicta-Typist

Required immediately to work-half time. Must be a graduate of a recognized medical dicta-typist course. Typing of no less than 60 wpm and at least one year of experience is necessary.

##### Apply to:

Personnel Department  
W.W. Cross Cancer Institute  
11560 University Avenue  
Edmonton, Alberta  
T5T 1M5  
Phone 432-8587  
(Term position)

##### Secretary-Receptionist

Required by the Students' Union, University of Alberta, for its Arts and Crafts Centre. Must be a mature, responsible person who enjoys working with the public, and able to assume all office duties in a one-secretary office. A ten-month term appointment beginning July 1978. Salary range: \$761-\$875. For further information, call the Director of Arts and Crafts, 432-4547; 9 a.m. to 4 p.m., Monday to Friday only.

*To obtain further information on the following positions, please contact Personnel Services and Staff Relations, third floor, SUB, telephone 432-5201. Please do not contact the department directly. Positions available as of 23 June. Salaries presently under review.*

Bookkeeper II (\$361-\$439, half time)—Home  
Economics

Clerk (\$645-\$698)—Office of the Comptroller  
Sales Clerk (\$645-\$698)—Bookstore (two positions)  
Library Clerk II (\$645-\$753, trust)—Legal Resource  
Centre  
Clerk Steno II (\$645-\$780)—Extension; Physical  
Education and Recreation; Canadian Institute of  
Ukrainian Studies  
Dental Assistant (\$671-\$813)—Dentistry, Oral Biology  
Dental Records Clerk (\$698-\$845)—Dentistry  
Clerk Typist III (\$698-\$845)—Soil Science; Educational  
Media Division; Office of the Registrar  
Senior Clerk (\$698-\$845)—Parking Services; Housing  
and Food Services, HUB  
Clerk Steno III (\$722-\$878)—Economics; Civil  
Engineering; Mineral Engineering; Law (two  
positions); Provincial Laboratory; Office of the  
Registrar  
Data Entry Operator I (\$722-\$878)—Computing  
Services  
Programmable Typewriter Operator II (\$753-\$916)—  
Personnel Services and Staff Relations  
Admission Records Trainee (\$753-\$916)—Office  
of the Registrar  
Student Record Processing Clerk (\$753-\$916)—  
Education  
Medical Stenographer (\$780-\$954)—Medicine  
Secretary (\$813-\$995)—Entomology; Medicine; Office  
of the Registrar  
Library Assistant II (\$845-\$1,036)—University  
Archives  
Administrative Clerk (\$845-\$1,036)—Physical Education  
Laboratory Assistant I (\$645-\$698)—Dental Clinical  
Sciences  
Computer Assistant (\$645-\$780)—Computing Services  
Laboratory Assistant II/III (\$671-\$916, trust)—  
Anatomy  
Senior Clerk/Administrative Clerk (Inventory  
Assistant) (\$698-\$1,036)—Technical Services  
Technical Assistant (\$780-\$954)—Devonian Botanic  
Gardens  
Biology Technician (\$845-\$1,036, trust)—Genetics  
Technician I (\$845-\$1,036)—Art and Design  
Senior Technical Assistant (\$878-\$1,080)—Devonian  
Botanic Gardens  
Draftsperson I (\$878-\$1,080)—Physical Plant,  
Engineering  
Maintenance Man II (\$916-\$1,127)—Housing and  
Food Services  
Security Officer I (\$945-\$1,175)—Campus Security  
Laboratory Technologist I (\$954-\$1,175)—Provincial  
Laboratory  
Technician II/III (\$954-\$1,337, trust)—Biomedical  
Engineering and Applied Sciences  
Programmer Analyst I/II (\$954-\$1,395)—Printing  
Services  
Art Technician Demonstrator I (\$1,036-\$1,280)—Art  
and Design  
Buyer I/II (\$1,036-\$1,663)—Purchasing  
Administrative Assistant (\$1,080-\$1,337)—Faculté  
Saint-Jean  
Technician III (\$1,080-\$1,337)—Biomedical  
Engineering and Applied Sciences  
Maintenance Worker II Charge Hand (\$1,127-\$1,395)  
—Physical Plant, Projects Division  
Engineering Technologist III (\$1,175-\$1,458)—Physical  
Plant, Engineering  
Nurse Practitioner (\$1,337-\$1,663)—Pediatrics

*The following is a list of currently available positions in the University of Alberta Libraries. The bulletin board postings in the Library Personnel Office, 516 Cameron Library, should be consulted for further information about position requirements and availability.*

Library Clerk III (\$698-\$845)—Cataloguing; Periodical  
Reading Room  
Library Assistant II (\$845-\$1,036)—Education

## ADVERTISEMENTS

*All advertisements must be received by 9 a.m. the Friday prior to publication. Rate is 15 cents per word for the first week and 5 cents per word for subsequent weeks ordered before the next deadline. Minimum charge is \$1. Ads must be paid in advance and are accepted at the discretion of the Editor. We regret that no ads can be taken over the telephone. For order forms or further information, telephone 432-4991.*

### Accommodations available

For sale by owner—1,756-square-foot home in executive Blue Quill. Fully carpeted, four-bedroom split level home includes 2½ baths, main-floor family room with tyndalstone fireplace and patio doors, bright, airy kitchen, spacious living and dining room, and impressive entrance foyer. This beautiful home also has a double garage and is located on a large landscaped lot. Telephone 436-3617 or 425-0110, extension 205.

Renting—Belgravia: four-bedroom house; two-car garage, breezeway, two fireplaces, beautifully furnished, two bathrooms, study, family room, large kitchen, dining room, living room, playroom, five appliances, wine cellar, mature trees, private patio, lawn mower, bicycles. 4½ minutes University; 14 minutes downtown. Available one year, September 1978. For appointment telephone 434-9784. No agents.

Renting—Parkview. One year from 31 August. Executive bungalow, furnished, three-four bedrooms, fireplace, main floor family room, adjacent screened porch and deck, developed basement, all modern appliances; excellent west-end location near schools, playground, bus, and shopping. \$750. 483-6904.

For rent—four-bedroom two-storey house in Duggan; unfurnished or semi-furnished. 1 September 1978 to 31 August 1979. Damage deposit and references. \$475. 434-4710; 432-4944.

For rent—one or two years from August: three-bedroom two-storey, side-by-side. Furnished. Petrolia. 435-1916 after five.

To lease—from 1 August 1978 to August 1979: 2,000-square-foot four-bedroom furnished home on quiet crescent in Aspen Gardens. References required. \$600. 432-4270 (office); 434-0248 (residence).

For rent—four-bedroom bungalow, Greenfields; 1½ baths, rumpus room, den, double garage, all appliances, furnished, fully landscaped. Special appeal for musicians. \$450 monthly. 1 August 1978 to 31 July 1979. Telephone 434-9264 or 432-2425.

For sale—acreage (three acres) with cedar siding, 1,552-square-foot ranch house; three bedrooms, two fireplaces, separate dining, kitchen, study, and finished basement; 3½ miles east of Sherwood Park. Appraised \$110,000. Reasonable offer. No agents. 464-0285, 483-6723, evenings after five or Saturday, Sunday.

For sale—Garneau: fully restored two-storey, one block from Law Centre; 1,900 square feet, three bedrooms, three bathrooms, living room, dining room, breakfast room, vestibule, hardwood floors, developed basement, two fireplaces, balcony, patio, cedar fence, garage. \$99,000. Offers. Owner, 433-2813, after five.

For sale—Malmo three-bedroom bungalow; 1,200 square feet. Fully developed basement. 11608 50 Avenue. 434-5908.

For sale—Lang-built spacious three-bedroom bungalow in Riverbend; two tyndalstone fireplaces, main-floor utilities, exceptional basement development with wet bar, den, and guest suite; air conditioned. Raised patio. Telephone Reina, Royal Trust, 435-4869; 436-2556.

Retired or starter two-bedroom bungalow near University, quiet street; large dining room, two porches, garage. \$57,500. Reina, 435-4869; 436-2556. Royal Trust.

For sale by owner—\$49,500. Two-bedroom semi-bungalow; 930 square feet; heated garage, spectacular yard. Near University. 429-0776.

For sale—immaculate three-bedroom split; quiet street in Petrolia; rumpus room; nicely landscaped lot. Telephone Reina, Royal Trust, 435-4869; 436-2556.

Female wanted—mature, responsible, to share condominium with same. West end location. Telephone 487-2493.

For rent—from September 1978 - September 1979. St. Albert; 1,540-square-foot bungalow, three bedrooms, family room, main floor laundry, fireplace; double car garage with electric opener. Treed, fenced yard. Five appliances. \$600 monthly; damage deposit, references. 458-0015.

For rent—two side-by-side duplexes, walking distance from University. 7803 116 Street. Each unit: \$500 monthly, three bathrooms, 1,200 square feet. Available immediately. Telephone 424-2141, extension 9.

For rent—(3 blocks west of campus); four bedrooms, study, two baths, garage, landscaped yard; stove and fridge. Available 1 July 1978. Lease one or two years. \$550 monthly. Telephone 436-2879.

For sale—city skyline view. Gorgeous cedar two-storey, architect designed and custom built. Brander Gardens. Spectacular view of the city and park area. Features two massive fireplaces, hardwood floors in huge entertainment area, and spacious country-style kitchen. Asking \$195,000. Exclusive agent: Jeanne Eid, business, 436-5250; residence, 434-5780. Spencer Real Estate Ltd. For sale—22 x 24 cottage next to Thunder Lake Provincial Park. \$18,500. 963-3453.

For rent—(on leave for one year). Furnished three-bedroom home near University and Belgravia. Two fireplaces, all appliances, garage, and covered patio. \$550 monthly. Telephone 436-9725 after six.

For rent—large two-bedroom apartment, fully furnished, dishwasher, freezer. No pets. Available 15 November - 15 April. Near University. (403) 488-3339.

Renting—five-bedroom furnished house. Windsor Park, July, August. \$500 monthly. Telephone Ranan, 474-5757.

For rent—1 August 1978 - 1 September 1979. Fully furnished three-bedroom home, finished basement with fireplace, double garage. Professional couple preferred. \$600. 475-7901.

For rent—edge of campus: house (except basement suite); fully furnished, including antiques, orientals, art and one cat. Late August to 1 January. \$450 monthly includes utilities and yard care. 433-0459 evenings. References required.

For sale—Belgravia: beautiful three-bedroom home within walking distance of the University and schools; open brick fireplace, den, and finished basement; second bathroom off master bedroom. Immaculate condition, superb park-like garden with lovely mature trees. A joy to live in. \$97,500. No agents please. 437-0482.

Wanted-female to share two-bedroom apartment near University for July and August. Share expenses. Debbie, 432-7790 (evenings); 988-5250 (days).

For rent—Leduc: 1 August; 1,872-square-foot four bedroom; family room, fireplace, 2½ baths; double garage; partially furnished. \$500. References. 986-6294.

For rent—furnished four-bedroom split in Greenfields; main floor family room with fireplace, 2½ baths, rumpus room, double garage, stove, fridge,

dishwasher, washer, dryer, and deep freeze. \$575 monthly. Available 1 August. Telephone 434-4665.

For sale by owner—10651 66 Avenue: 1,188-square-foot three-bedroom bungalow with large two-bedroom basement suite. Great family and/or revenue property. Telephone 434-2178 anytime.

For rent—2 August for one year: furnished two-bedroom house with finished basement, large well-treed yard; ten-minute drive to University. \$450 monthly. Non-smokers please; no pets. References. 452-8265.

For sale—this cozy three-bedroom bungalow situated in Malmo, is near all conveniences, University, Southgate shopping, and many recreational facilities. To appreciate and view this home, please telephone Jollean at Block Bros. 436-4240 or 433-1441, page 887.

Year lease: spacious three-bedroom luxury apartment; two full baths, dishwasher, washer, dryer; large balcony, commanding river and park view; seven minutes University or town. 434-6188 evenings.

For sale—immaculate four-bedroom split-level home; tastefully decorated, nestled in a quiet crescent in Duggan. Must be seen to be appreciated. Please telephone Jollean at Block Bros., 436-4240 or 433-1441, page 887.

For sale—west end ravine location, river view and pool-size lot. Perfect home for entertaining. If you want to view this five-bedroom custom-built dream home, telephone Resi Richter, 483-9432; 455-4135. Weber Bros.

For rent—four-bedroom duplex; one year from mid-August. \$500 monthly. 432-5342; 435-3345.

For sale. Owner anxious—make an offer on this three-bedroom bungalow; two baths; large lot close to Westmount. Resi Richter, 483-9432; 455-4135. Weber Bros.

For rent—bi-level; 1,246 square feet main floor; three bedrooms, fireplace, up and down; fenced, etc. Long lease; family preferred. \$550. 462-4024.

For sale—new listing in Valleyview: 1,686-square-foot bungalow with two fireplaces, laundry room on main floor, built-in appliances in kitchen, finished basement, double garage and lots of trees.

Resi Richter, 483-9432; 455-4135. Weber Bros. Lease—15 August 1978 - August 1979. Modern fully furnished executive house. References, damage deposit required. No pets. 435-6686.

For rent—103 Avenue - 113 Street: luxurious three-bedroom apartment, 1½ baths, fully carpeted, three appliances. Rent \$460; damage deposit \$450. Telephone 464-2824 evenings.

For rent—Garneau four-bedroom house. Telephone Lau, 439-1713 (days); 467-6560 (evenings).

Again. For rent—one year from August. Fully furnished, three-bedroom; study, 1½ baths, fireplace, sundeck, large fenced yard, garage. Ottewell; buses and schools one block, easy access to downtown and University. References. \$450. 469-2920 after six.

For rent—Furnished split level home; pie-shaped lot on crescent location; three bedrooms and family room. \$650. Available 15 August 1978 - 15 August 1979. 462-0816.

For rent—luxury townhouse in Riverbend: 1,400 square feet, two bedrooms, two fireplaces, fully furnished, five appliances, attached garage; no maintenance. Available 15 August 1978 to 15 August 1979. \$700 monthly. Telephone 436-7369 after 5 p.m.

For rent—lovely older three-bedroom home; Groat Estate (five minutes to campus); fireplace, sunporch. References. 15 August 1978 - 15 August 1979. \$600 monthly. 432-5026, 454-1022 (daytime); 453-2086 after 8 p.m.

### Accommodation wanted

Visiting professor and wife require fully, or partly, furnished one-bedroom accommodation for six - seven months beginning 1 September. 435-0374.

Visiting researchers require three-four-bedroom house or apartment, completely furnished, for 1 August - 30 November. Telephone Pat Burns 435-6798 after six.

Responsible married couple require small house or apartment, from September. University area. Willing to do upkeep. 466-8831; 453-2231.

Urgent—I need properties in Windsor Park or Belgravia; have sincere cash purchasers for two-, three-bedroom, or view property. For evaluation and consultation without obligation telephone Reina Proudfoot, 435-4869; 436-2556.

Professor and wife (no children) wish to rent three- or four-bedroom house 1 August. Southwest Edmonton near University. 432-5980 weekdays; 436-5648 evenings.

#### Automobiles and accessories

1978 VW Rabbit, diesel, custom two-door, 3,500 km, green, new value, undamaged. 432-3414; 963-3238.

1970 Volvo. Excellent body and mechanically sound. One owner. 432-8196; 453-2231.

1974 GMC camper ¾ ton, nearly 30,000 miles; ten-foot camper, loaded. Best offer. Carpet sweeper, lamp, kitchen set, miscellaneous. 434-1908.

1976 Corvette four-speed; 8,000 miles. 489-5813.

VW Westphalia camper, 1974, excellent condition, completely equipped. Must sell. Available after 5 July. Telephone 434-9264; 432-2425.

\$3,400 for custom-built ten-foot over-cab camper with stove, furnace, fridge, jacks, plus 1973 Toyota truck with mag wheels, radials, heavy-duty suspension. 962-6538.

1975 Mercury Bobcat stationwagon, Villager options, radio, rear window defogger, automatic; 20,000 miles; excellent condition. 432-3297; 436-3711.

1972 Fiat 128 stationwagon; 59,000 miles; well-kept, but some rust. \$900 or best offer. 487-3159.

1973 Plymouth Fury 11, power, radio, very good condition; very reliable in winter. Offers to \$1,300. 434-8368 after six.

1973 Toyota Corolla two-door, 1600 engine, four speed, new summer and winter tires, new paint. Very good condition. 469-0583.

#### Goods and services

Imagine owning some Medieval imagery. Selling elegantly framed brass rubbings from England. Shown by appointment. 434-9784.

Experienced typist. Variety of type styles, symbols. Quality work. 435-5006; 435-4407.

Seabri Sailboats—Seaspray (15-foot catamaran) and Kolibri (12-foot monohull). 11408 58 Avenue. 434-3309.

Expert typing—theses, etc. 455-0641.

Antiques from England. Furniture—all periods: tables, chairs, sideboards, cabinets, stools. Porcelain: Derby, Doulton, Wedgwood, Dresden, Oriental, Art Nouveau, art deco, commemoratives, cloisonné, dolls, clocks, jewellery, gifts, collectables. We also buy these items. Mary Goulden Antiques. From 137 Avenue and 50 Street, drive five miles northeast, then 1½ miles east to Horsehill Hall. 1-8 p.m., Thursday, Friday, Saturday, Sunday. 973-3656 or 475-8139.

T and T Concrete—specializing in driveways, patios, and sidewalks. 475-1670.

Master Painters—five years experience. No job too large or small. Specializing in prompt service. 434-4833.

Alpha Elementary School—child-oriented program stressing individuality, parental involvement. Begins this fall. Telephone 437-0726.

Seventeen-foot boat—Reinell, 120 OMC stern drive; eighty hours; trailer, ski equipment. 435-5032.

Dressmaking and alterations. Elizabeth Hamilton. 428-6162.

Books—old and out-of-print, bought and sold. Norwood Books, 11302 95 Street. 474-4446. Ken Jackson, proprietor.

Before the pipeline goes in—see the Alaska Highway.

Our last great wilderness is changing rapidly. Join up this year with Canadian Camping Tours.

Three-week camping adventures to the Yukon and Alaska. Sail the Inside Passage. \$665 all inclusive. Limited space, so write today. 250e One Palliser Square, Calgary. 283-4500.

Large Hitachi washer/spin dryer. Dianne, 432-4246; 479-0576.

Babysitter for July-August. My home. 435-1655 after 5 p.m. Anytime weekends.

Need a Break? Get away from it all with Canadian Camping Tours. A three-week escape to the Northwest Territories. Relax, unwind, do a little hiking, try some canoeing. We'll do the driving and provide the equipment and food for only \$550. Write today. 250e One Palliser Square, Calgary. 283-4500.

Third-year Education student, professional secretary, will type theses, technical documents. 434-3072.

Loving babysitter required—September to May, two days per week, for six-month-old girl. Please telephone 433-6825.

Suzuki Piano Method now in Edmonton. Pre-school children, ages three to six, are eligible. For more information, telephone Kay Neufeld at 434-1965. Make arrangements for September lessons now.

Affectionate middle-aged cat needs loving home during owners' leave. Female domestic white, spayed, totally deaf. August 1978 through July 1979.

432-3537.

Davenport upright piano. \$700. 434-6188 evenings. Exterior-Interior Painting. Thorough; ten years experience; reasonable rates. Telephone 435-7157. Reduced fare to Hong Kong, Tokyo, Singapore. Telephone 475-1109.

Canoe—fibreglass Slalom C2. 435-2919 evenings.

Solid walnut dining room suite, 48-inch round table, four chairs, seventeen years old; excellent condition. \$425. 487-6206 after 4 p.m.

Theses, manuscripts, and publications expertly typed at a reasonable cost, using IBM Selectric correcting typewriters. Raffin and Hart Office Services. 9023N 112 Street, HUB Mall. 432-7727.

For sale—hiking boots, perfect condition: man's 10½; woman's 8; luggage carrier for full size stationwagon; old-style electric train (Marx) with tracks and 4 x 8 board. 435-2412.

The Coffee Grinder—Edmonton's newest coffee house. Capitol Square, main floor (rear) 10065 Jasper Avenue. Specializes in coffees, soups, salads, sandwiches, pastries.

Free to good home—nine-month male chocolate point Siamese. Neutered, all shots. 432-4656, Dr. Shearin. Typing done in my home. Telephone 476-2337.

Piano teacher—Master's degree, wide experience; accepting students at all levels. Lansdowne. 436-8464. Will housesit. References. Telephone 435-6936.

Leaving Edmonton? Need space for furniture, car, etc.? Mini Storage. From \$5 weekly. 425-1723; evenings, 467-0586.

## GARNEAU'S BEST CONDOMINIUM VALUE

Norfolk on Whyte—  
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privacy, convenience and  
affordability.

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## Social Researchers

*Consulting firm involved in major  
research project requires:*

Senior Researcher  
to manage a major social research  
program and other studies.  
Administrative and organizational  
abilities essential. MA or PhD  
level preferred. Salary negotiable.  
To start July/August.

Researcher  
to carry out work in such areas as  
social impact, public participation,  
urban planning economics, social  
services and community health,  
and community development.  
MA level preferred. Salary  
negotiable.

*send résumés to:*

EBL  
P.O. Box 38  
Edmonton, Alberta  
T5J 2G9